

21 June 1994

## PUBLIC AFFAIRS

1. Mission Statement. The mission of Public Affairs is to advise and counsel commanders in communicating Air Force messages to Air Force people and the American public, and to identify and manage communication issues that impact on the capability of the Air Force to conduct its peacetime and wartime missions.

2. Responsibility Statement. Public Affairs supports the commander's need to communicate with internal and external publics. Public Affairs activities fall into these broad areas:

a. Internal Information. Internal information programs provide commanders access to and feedback from Air Force people--military and civilian members, and their families.

b. Media Relations. Media relations programs provide commanders access to the American public through specialized and mass media.

c. Community Relations. Community relations programs focus on communicating directly with external publics at a local and regional level.

d. Security and Policy Review Program. The security and policy review program provides administrative review of information proposed for release to the public. This program ensures that the information is unclassified and does not conflict with Air Force, DoD, or national policy.

e. Public Affairs Management. Public Affairs management provides the administrative support for programs including manpower, budget, training, and supply, as well as planning for Public Affairs support during war and contingencies.

3. Authority. This Air Force manpower standard (AFMS) was developed by a process action team (PAT) established by the Air Force Special Staff Management Engineering Team (AFSSMET) and comprised of members of AFSSMET and the Air Force Public Affairs community. AFR 190-1, Public Affairs Policies and Procedures, is the primary governing regulation for the establishment and operation of the Public Affairs function. AFMAN 38-208, Air Force Management Engineering Program (MEP) Policies, Responsibilities, and Requirements, is the governing manpower regulation.

4. Applicability. This peacetime AFMS applies to host base Public Affairs offices configured in the objective wing organizational structure. This AFMS should not be applied to tenant wings, since Air Force tenant populations are included in the workload factor count (i.e., base population) used to determine the manpower required to service the base population (note: If a tenant wing wishes to retain MAJCOM autonomy, they must work with the host wing to determine the appropriate share of the manpower earned by AFMS to transfer under a host-tenant support agreement). The following locations are exempted from application of this AFMS for the reasons indicated. Air Force Material Command has been authorized by SAF/PA to develop their own manpower standard and must include support for tenants. Air Force Academy, and Andrews AFB each has an existing standard which has been approved by SAF/PER and SAF/PAR. Ankara AB and Izmir AB do not meet a

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minimum population of 1000 and five media outlets and will be straightlined. Public Affairs offices at medical centers are exempted. The Air National Guard and Air Force Reserve are also exempted from this standard, but are encouraged to conduct a trial application to determine adaptability to their mission. This AFMS does not apply to bases that have undergone Office of Management and Budget (OMB) Circular A-76 cost comparison studies.

5. Core Composition. This AFMS quantifies the core manpower necessary for a Public Affairs function to support the model wing, defined as a fighter wing comprised of 72 primary aircraft authorized (PAA), an airlift wing comprised of 48 PAA, a strategic wing comprised of 38 PAA (19 bombers and 19 tankers), and a population of 3,000 personnel with a normal complement of retirees and dependents for a base that size. The model wing publishes a weekly base newspaper of 20 pages, has seven media outlets, and has an off-base population of 50,000 to 150,000. This AFMS also quantifies the core manpower for nonoperational command bases.

a. Core Manpower Required. 6.

b. Core Range. 3 - 15.

c. Programming Factors. Authorized Population Supported and Media Outlets.

6. Standard Data:

a. Classification. Type III.

b. Approval Date. July 1992.

c. Man-hour Data Source. Workshop measurement.

d. Man-hour Equation.  $Y = 679.4 + 0.04540X_1 + 16.00X_2$ .

e. Workload Factors:

(1) Title. Authorized Population Supported.

(a) Definition. The average monthly number of authorized (funded) personnel supported by the FAC 104A, Host Base Public Affairs work center. This includes active duty military, students (pipeline and PCS only), DoD Appropriated Fund civilians, DoD Air Force civilian student personnel assigned to the host base, local/foreign national civilians, geographically separated units (GSUs), and tenant organizations covered by a written agreement; e.g., host tenant support agreement (HTSA), memorandum of understanding (MOU), or interservice support agreement (ISSA). Do not include contract man-year equivalents (CMEs).

(b) Source. Active duty military, DoD AF civilians, and local/foreign nationals authorized on base and at GSUs, obtained from the base manpower data system (BMDS), file part A. For active duty military and DoD AF civilian students, use the alpha roster listing of assigned students available from the local school secretary of the Registrar's Office. Include students from all services and foreign students attending training in PCS or pipeline status. Exclude students training in TDY status.

(2) Title. Media Outlets.

(a) Definition. The number of radio, television, and print outlets that routinely impact the workload of the Public Affairs office. "Routinely impact" is defined as those media outlets that contact a base Public Affairs office by letter or telephone on a regular basis (at least monthly) to: request information (media query); arrange for an interview (on-site or off-); or arrange for an on-site visit to areas under the base's jurisdiction. This definition does not include media outlets the base Public Affairs office might deal with on a one-time basis due to a major accident or incident, or the base newspaper publisher. Also, do not count media (other than those meeting

the above criteria) that only attend a unit or base open house. Each media outlet must routinely generate 8 hours or more per month of direct work for the Public Affairs office to qualify under the definition. Any change to the number of media outlets identified in this AFMS must be documented and justified through AFSSMET and SAF/PA for approval. A list of media outlets is at Attachment 6.

(b) Source. Use the authorized media outlets listed in Attachment 6. Any changes to this list must be submitted to AFSSMET and approved by SAF/PA. NOTE: Do not use the Public Affairs office's initiated media mailing list as a source of count as it may include outlets that are outside the parameters of the basic definition (i.e., news releases are usually provided to more outlets than would fit the definition of "routinely impacting" the Public Affairs office.)

f. Study Team:

(1) Lead Technician. SMSgt Cary W. Porter, AFSSMET/MEMC, DSN: 834-4274.

(2) Functional Representative. Maj Mark Martens, SAF/PAR, DSN: 227-6701.

(3) Program Manager. MSgt Scott D. Murdock, HQ AFMEA/MEMS, DSN: 487-2472.

7. Application Instructions. Use the following procedures and the Public Affairs manpower computation worksheet at Attachment 5 to determine the manpower required to support an objective wing of any size:

a. Step 1. Obtain the workload factor values.

b. Step 2. Compute the man-hour requirements using the worksheet at Attachment 5.

c. Step 3. To determine a base Public Affairs manpower requirement. Divide the total Public Affairs required monthly man-hours from the worksheet by the appropriate man-hour availability factor (MAF). Round using current rounding rules. This is your required manpower. MAJCOMs may submit other proposed variances that exceed 16 man-hours per month each to AFSSMET on AF Form 1068, Work Center Analysis Record. AFSSMET will recommend approval or disapproval on proposed variances to SAF/PA who will provide the submitting MAJCOM a decision on each proposed variance.

d. Step 4. Use the standard manpower table at Attachment 2 to determine the proper grades and AFSCs.

8. Statement of Conditions. This standard includes support for a normal compliment of dependents and retirees entitled to use base facilities. The requirements provided by this AFMS include allowances for both direct (82 percent) and indirect (18 percent) man-hours.

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1. Work Center Description
2. Standard Manpower Table
3. Small Population Manpower Table
4. Approved Variances
5. Process Analysis Summary and  
Process Percentages
6. Manpower Computation Worksheet
7. Media Outlets
8. Variance Applicability Matrix

## PUBLIC AFFAIRS

## Work Center Description

1. ADVISES COMMANDER AND STAFF ON ACTIVITIES AFFECTING MISSION ACCOMPLISHMENT. Requests subscription to publication; tapes broadcast; reviews local, regional, and national publication and broadcast; extracts, assembles, and submits newsclip from print and broadcast media to commander; advises the commander and staff on the Public Affairs impact of new or revised policy, directive, or decision; and plans short- and long-range Public Affairs program with the commander and staff to inform and assist assigned military and civilian personnel and their dependents.
2. PRODUCES BASE NEWSPAPER. Reviews news source, plans newspaper layout, prepares copy, edits copy and photo, prints paper, coordinates distribution of base newspaper, reviews existing or assists in preparation of new publishing agreement or contract, conducts newspaper readership survey, computes weekly ratio of advertising to editorial copy, maintains record copy of Air Force newspaper, and prepares Public Affairs Program Report (RCS: SAF-PA (A) 7101).
3. CONDUCTS MEDIA RELATIONS. Advises and plans with the commander and staff appropriate action that will create a favorable public opinion of the Air Force; reviews and updates media contact list; maintains liaison with media through personal contact and orientation; researches, writes, coordinates, and markets news release; receives media query; coordinates and responds to media query; arranges and monitors interview; prebriefs participant and escorts media; arranges for local and non-local media travel and orientation flight.
4. PARTICIPATES IN WARTIME AND MOBILITY PLANNING AND TRAINING. Analyzes plan objective; develops Public Affairs annex; reviews Public Affairs plan annex and updates; coordinates on Public Affairs portion of plan Time Phased Force Deployment Data (TPFDD); coordinates support requirement; develops special training requirement; conducts training on Public Affairs-unique individual deployment equipment such as the Army TA-50 gear; assembles and conducts training on the Air Force Public Affairs standard computer communication package and Public Affairs contingency kit; develops and executes a media training plan for unit senior leadership; and inspects Public Affairs contingency kit.
5. CONDUCTS COMMUNITY RELATIONS. Establishes and maintains liaison with civic leaders and organizations; coordinates base participation in public or community events; supports military sponsored event or program; conducts speaker program; and responds to information request from non-media source.
6. PARTICIPATES IN SPECIAL EXERCISE. Provides news media and/or straighttalk center; provides on-scene and command post Public Affairs support during quarterly Major Accident Response Exercise(MARE), annual Natural Disaster Response Exercise (NDRE), and Attack Response Exercise (ARE); and inspects and updates crash or emergency response kit.
7. SUPPORTS INSTALLATION RESTORATION PROGRAM (IRP) AND ENVIRONMENTAL IMPACT ANALYSIS PROCESS (EIAP). Reviews environmental act, law and policy guidance; reviews environmental document; supports air installation comparable use zone (AICUZ) program; attends environmental meeting; coordinates environmental action; conducts community interview; arranges and conducts public meeting; develops, updates, and coordinates community relations plan; provides environmental issue update; arranges and conducts tour of installation restoration site; and establishes information repository.
8. PROVIDES HOTLINE OR ACTIONLINE SERVICE FOR COMMANDER. Receives, clarifies, and transcribes query; determines office of primary responsibility; establishes suspense and forwards query; receives, edits, and staffs Office of Primary Responsibility response; furnishes answer to query; and obtains commander approval.
9. PRODUCES NEWSLETTER. Prepares copy, coordinates reproduction with base duplication center, and distributes newsletter.

10. **PREPARES PUBLIC AFFAIRS ACTION PLAN FOR THE COMMANDER.** Identifies and researches issue; compiles and analyzes background information; and prepares and coordinates Public Affairs plan of action.
11. **RESPONDS TO NOISE OR SONIC BOOM COMPLAINT.** Receives and logs inquiry or complaint; conducts research; refers inquiry or draft; coordinates and forwards response; and documents action taken.
12. **PROVIDES BRIEFING.** Provides accident or incident briefing, provides mission briefing, briefs media on emergency situation procedure, and briefs principal personnel on emergency situation procedure.
13. **PLANS AND COORDINATES PHOTOGRAPHIC TEAM VISIT.** Plans and coordinates visit and escorts visiting media or Air Force audio visual team (e.g., AF Television News, Airman Magazine, and AF Recruiting Service).
14. **PRODUCES BASE GUIDE AND/OR BASE MAP.** Reviews existing publishing contract or agreement for renewal; assists contracting officer in preparing and coordinating the request for proposal and new publishing contract or agreement; forms and serves as executive secretary and advisor to the commercial publisher selection group; researches and solicits information for new publication; updates copy, adds or eliminates material and obtains photo support; coordinates copy and photo with organization; designs layout and arranges material; reviews advertisement for propriety and coordinates printing change of guide and/or base map with publisher; performs final edit; and distributes guide and/or base map to designated units and agencies.
15. **PRODUCES FACT SHEET.** Develops new fact sheet, reviews existing fact sheet for currency, updates existing fact sheet, coordinates reproduction with base duplicating center, and distributes fact sheet.
16. **ARRANGES AND CONDUCTS NEWS CONFERENCE AND EDITORIAL BOARD.** Obtains approval and identifies participants; schedules conference; informs news media of press conference; prepares question and answer sheet; pre-briefs participants; prepares reporter information kit; coordinates media access; escorts media; conducts press conference; transcribes tape recording; performs follow-up; and prepares and forwards interim and after-action report.
17. **USES COMPUTER NEWS SERVICE.** Downloads file from the Air Force Public Affairs Network (AFPAN); uploads and downloads file to MAJCOM host computer; uploads news service to wing- or basewide area network, local area network (LAN), and/or bulletin board system (BBS); and prepares presentation graphics for inclusion in wing/base briefing.
18. **MANAGES SECURITY AND POLICY REVIEW PROGRAM.** Reviews material, reviews OPR determination, approves or disapproves release of material, forwards material to higher headquarters, and publicizes security review program.
19. **SUPPORTS AIR FORCE ART PROGRAMS.** Maintains inventory of Air Force art; coordinates acquisition and turn-in of material; and safeguards Air Force art.
20. **PROVIDES SPEECH WRITING ASSISTANCE TO COMMANDER.** Receives tasking; conducts research; and drafts and coordinates speech.
21. **PROVIDES UNIT PUBLIC AFFAIRS REPRESENTATIVE (UPAR) TRAINING AND RECOGNITION.** Schedules training and location; updates UPAR training briefing; conducts training; maintains and updates training handout; maintains UPAR list; assists and advises UPAR; develops and implements recognition program; and arranges recognition at commander's call.
22. **MANAGES COMMANDER'S ACCESS CHANNEL.** Reviews and schedules programming, coordinates and publishes a schedule, and operates character generator and other video equipment.
23. **PRODUCES SPECIAL PUBLICATION.** Prepares copy, obtains base visual information service center (BVISC) support, coordinates reproduction base duplication center, and distributes special publication.

24. **PRODUCES BIOGRAPHY.** Develops new biography, reviews existing biography for currency, updates existing biography, coordinates reproduction with base duplicating center, and distributes biography.

25. **SUBMITS STORY IDEA FOR AIR FORCE INTERNAL MEDIA.** Identifies, prepares, and submits proposed story idea for Air Force Television News, Airman Magazine, Air Force News Service, Air Force Public Affairs Network, and MAJCOM news service.

26. **PROVIDES BASE BULLETIN BOARD, MARQUEE, OR ELECTRONIC DISPLAY BOARD.** Develops, edits, approves, mounts, posts, and/or types item into character generator; and arranges for maintenance and repair of bulletin board, marquee, or electronic display board.

27. **SUPPORTS SPOUSE ORIENTATION.** Gives mission briefing; provides base tour; schedules date and place; develops proposed agenda; writes letter of invitation; and schedules briefer, display, and photographer.

28. **SUPPORTS UNIT OPEN HOUSE.** Assists unit in arranging for open house; reviews and updates briefing material; obtains audio visual equipment and photographer; invites distinguished visitor (DV) and media; gives mission briefing; and returns audio visual equipment.

29. **MANAGES HOMETOWN NEWS RELEASE PROGRAM.** Identifies eligible member; receives and validates DD Form 2266, Information for Hometown News Release; forwards hometown news release; and cancels hometown news release.

30. **SUPPORTS AIR FORCE LITHOGRAPH PROGRAM.** Supports development of input for lithograph program; receives and distributes lithograph; assists individual in obtaining lithograph; and orders lithograph.

STANDARD MANPOWER TABLE											
WORK CENTER/FAC			APPLICABILITY MAN-HOUR RANGE								
Public Affairs/104A			N/A								
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Public Affairs Officer	35P4	LTC								1	1
Public Affairs Officer	35P4	MAJ						1	1		
Public Affairs Officer	35P3	CPT				1	1			1	1
Public Affairs officer	35P3	LT		1	1			1	1		
Public Affairs Supt	3N090	SMS	1							1	1
Public Affairs Tech	3N071	MSG						1	1		
Public Affairs Tech	3N071	TSG	1	1	1	1	1	1	1	2	2
Public Affairs Spec	3N051	SSG	1	1	1	1	2	2	2	2	2
Public Affairs Spec	3N051	SRA					1	1	1	1	2
Apr Public Affairs Spec	3N031	AIC		1	2	2	1		1	1	1
Info Management Spec	3A051	SSG						1	1	1	1
Info Management Spec	3A051	SRA				1	1				
TOTAL			3	4	5	6	7	8	9	10	11
AIR FORCE SPECIALTY TITLE	AFSC	GRADE	MANPOWER REQUIREMENT								
Public Affairs Officer	35P4	LTC	1	1	1	1	1	1			
Public Affairs Officer	35P4	MAJ									
Public Affairs Officer	35P3	CPT	1	1	1	1	1	1			
Public Affairs Officer	35P3	LT									
Public Affairs Supt	3N090	SMS	1	1	1	1	1	1			
Public Affairs Tech	3N071	MSG	1	1	1	1	1	1			
Public Affairs Tech	3N071	TSG	2	2	2	2	2	2			
Public Affairs Spec	3N051	SSG	2	2	3	3	3	3			
Public Affairs Spec	3N051	SRA	2	2	2	2	2	3			
Apr Public Affairs Spec	3N031	AIC	1	2	2	2	3	3			
Info Management Spec	3A051	SSG	1	1	1	1	1	1			
Info Management Spec	3A051	SRA				1	1	1			
TOTAL			12	13	14	15	16	17			

AF Form 1113, JUN 91 (COMPUTER GENERATED). PREVIOUS EDITION IS OBSOLETE.

## MANPOWER TABLE SMALL POPULATION LOCATIONS

BASE	GRADE	AFSC	MANPOWER
ANKARA AB	CAPT	035P3	1
	TSGT	3N071	1
	SSGT	3N051	1
	A1C	3N031	1
		TOTAL	4
IZMIR AB	CAPT	035P3	1
	CIV	3N051	1
	SSGT	3N051	1
	SRA	3NO51	1
	SRA	3A051	1
			5



## APPROVED VARIANCES

## AF-1. TITLE. Positive Mission Variance for Numbered Air Force (NAF) Support.

a. Definition. Public Affairs provides wartime and contingency planning support to the numbered air force (NAF) commander; provides items of interest to the NAF commander; provides speech writing assistance; advises the NAF commander and staff on activity affecting internal public; advises the NAF commander and staff on activity affecting media and community relations; and makes final determination on releasability of material forwarded from base level.

b. Impact. +16 monthly man-hours (.10 manpower requirements).

c. Applicability. This variance applies to the following bases:

Base	Base
Andersen AFB	RAF Mildenhall
Aviano AB	Osan AB
Barksdale AFB	Travis AFB
Beale AFB	Tyndall AFB
Davis-Monthan AFB	Randolph AFB
Elmendorf AFB	Sembach AB
F. E. Warren AFB	Shaw AFB
Keesler AFB	Yokota AB
March AFB	Vandenberg AFB
McGuire AFB	

## AF-2. TITLE. Positive Mission Variance for Translator and Interpreter.

a. Definition. The translator-interpreter position is essential in many overseas locations because of the language differences between ourselves and the host country. The position is charged with much more than interpreting for the commander-the individual is also the main link with the downtown community, the provincial governor's office, various community groups, civic groups, the mayor's office, the city council, and the many tour groups who come to the base. Through the interpreter, we maintain the excellent relationship with our hosts that keeps support for American presence high.

b. Impact. The following are man-hour and manpower estimates, in excess of the core requirement, for translator and interpreter duties.

Base	Man-Hours Per Month	Manpower
Aviano AB	+40.00	+.25
Bitburg AB	+40.00	+.25
Incirlik AB	+32.00	+.20
Kadena AB	+139.30	+.87
Kunsan AB	+72.50	+.45
Lajes AB	+40.00	+.25
Laughlin AFB	+40.00	+.25
Misawa AB	+62.00	+.39
Osan AB	+40.00	+.25
Ramstein AB	+40.00	+.25
Rhein Main AB	+38.60	+.24
Sembach AB	+40.00	+.25
Spangdahlem AB	+40.00	+.25
Yokota AB	+75.94	+.47

c. Applicability. This variance applies to the bases listed above.

AF-3. TITLE. Positive Mission Variance for Support to geographically separated units (GSUs) and bases.

a. Definition. Some GSUs and bases have no host-tenant support or interservice support agreements for Public Affairs. This support must come from the parent organization (wing).

b. Impact. The following are man-hour and manpower estimates, in excess of the core requirement, for Public Affairs support to GSUs and bases.

Base	Man-Hours Per Month	Manpower
Aviano AB	+16.00	+.10
Falcon AFB	+66.80	+.42
Incirlik AB	+16.00	+.10
Onizuka AFB	+20.00	+.12
Peterson AFB	+135.71	+.84

c. Applicability. This variance applies to the bases listed above.

AF-4. TITLE. Positive Mission Variance for Air Force Environmental Requirements in Support of Installation Restoration, Environmental Compliance, and Pollution Prevention Programs.

a. Definition. Public Affairs handles environmental requirements for Installation Restoration Program (IRP), Environmental Compliance Program, and Pollution Prevention Program mandated by U.S. code, state and local regulations, laws, and ordinances, and DoD, Air Force, and MAJCOM regulations. Air Force bases routinely experience continuing high interest from the public, the media, and local, state, and federal elected officials concerning: health and welfare of their people; sensitive environmental problems involving soil, water, and air pollution; use, storage, and disposal of hazardous and toxic materials and waste; preservation of natural, cultural, and historical resources; and protection of endangered and threatened species. Additionally, specific environment concerns relating directly to the wing mission, such as current space and missile launch operations at AFSPACCOM launch facilities, generate extensive Environmental Impact Analysis Process (EIAP) public Affairs requirements. Base Public Affairs offices are part of the installation/site environmental management team and attend status meetings about each IRP site, subordinate base/site IRP and environmental issues plans, and review local, state, federal, and Air Force environmental laws, policies and guidance. The Air Force is responsible for environmental activities at government-owned, contractor-operated (GOCO) manufacturing facilities. All bases, whether on the National Priority List or not, have to meet the same environmental law requirements.

b. Impact. The following are man-hour and manpower estimates, in excess of the core requirement, for bases on the NPL and other environmental programs.

Base	Man-Hours Per Month	Manpower
Altus AFB	+127.00	+.79
Andersen AFB	+160.00	+1.00
Barksdale AFB	+30.00	+.19
Beale AFB	+41.00	+.26
Davis-Monthan AFB	+128.00	+.80
Dover AFB	+37.00	+.23
Dyess AFB	+160.00	+1.00
Eielson AFB	+160.00	+1.00
Ellsworth AFB	+160.00	+1.00

Base	Man-Hours Per Month	Manpower
Elmendorf AFB	+160.00	+1.00
Fairchild AFB	+20.00	+.12
F. E. Warren AFB	+76.00	+.47
Griffiss AFB	+75.00	+.47
Holloman AFB	+24.00	+.15
K. I. Sawyer AFB	+16.00	+.10
Kelly AFB	+160.00	+1.00
Langley AFB	+130.00	+.81
Luke AFB	+160.00	+1.00
March AFB	+160.00	+1.00
McChord AFB	+29.30	+.18
McConnell AFB	+19.00	+.12
McGuire AFB	+47.92	+.30
Mt Home AFB	+160.00	+1.00
Nellis AFB	+66.00	+.41
Offutt AFB	+20.00	+.12
Patrick AFB	+160.00	+1.00
Plattsburg AFB	+80.00	+.50
Pope AFB	+47.00	+.29
Seymour Johnson AFB	+19.00	+.12
Shaw AFB	+160.00	+1.00
Scott AFB	+30.00	+.19
Travis AFB	+160.00	+1.00
Vandenberg AFB	+160.00	+1.00
Whiteman AFB	+16.00	+.10

c. Applicability. This variance applies to the bases listed above.

AF-5. TITLE. Positive Mission Variance for Major Command Support at Headquarters Bases.

a. Definition. Presence of MAJCOM headquarters increases base-level support for the MAJCOM commander regarding visitors to the headquarters, orientation flights, conferences, congressional visits, media escort and various community relations activities.

b. Impact. +16 monthly man-hours (.10 manpower requirements).

c. Applicability. This variance applies to the following bases:

Base

Bolling AFB  
Hickam AFB  
Langley AFB  
Peterson AFB  
Ramstein AB  
Randolph AFB  
Scott AFB

AF-6. TITLE. Positive Mission Variance for Escort for Non-local Media Travel.

a. Definition. Air Force regulations require Public Affairs escorts whenever non-Air Force media travel on Air Force aircraft. Air Force aircraft are often used to transport media from CONUS to worldwide news events, as well as intra-theater (USAFE and PACAF) supported by AF combat and humanitarian airlift. The system of flights, aircrew,

and command post coordination through the Airlift Control Center is a complicated process. Public Affairs escort duties are best performed by the airlift unit Public Affairs office, even though media travel may be sponsored by Army, Navy, Marine, or other non-Air Force Public Affairs offices.

b. Impact. The following are man-hour and manpower estimates, in excess of the core requirement, for escort of non-Air Force media travel.

Base	Man-Hours Per Month	Manpower
Charleston AFB	+20.00	+12
Dover AFB	+26.67	+17
Dyess AFB	+26.67	+17
McChord AFB	+26.60	+17
McGuire AFB	+18.67	+12

c. Applicability. This variance applies to the bases listed above.

AET-1. TITLE. Positive Mission Variance for Reserve Officer Training Corp (ROTC) headquarters.

a. Definition. Provides and directs the publicity program for all AFROTC locations nation wide. They develop and maintain a climate for credibility through knowledge and understanding of AFROTC, both inside and outside the Air Force; they ensure recruiting and enrollment goals are met; and they motivate the AFROTC internal audience through effective internal information programs. In addition to providing specific guidance to the AFROTC Commandant and senior headquarters staff, this office also provides guidance to 138 detachment across the nation on sensitive and current issues, pre-interview preparation, involvement with community leaders and publishes newsletters.

b. Impact. + 964.14 monthly man-hours (6 manpower requirements).

c. Applicability. Maxwell AFB.

AET-2. VARIANCE TITLE. Positive Mission Variance for Accessions Hometown News and Commander's Letters to Home Program.

a. Definition. This program involves scheduling photo sessions for the student flights, as well as traveling to the flight location to complete and collect the Hometown News release forms, and later match photos to the correct Hometown News release forms. Additionally, the program ensures trainees' parents or spouse know their family member has arrived safely and is busily involved in basic training. This program significantly reduces the man-hours spent answering the concerns of families who have not heard from the student.

b. Impact. +152.18 monthly man-hours.

c. Applicability. Lackland AFB.

AFE-1. TITLE. Positive Mission Variance for Interaction with State Department.

a. Definition. Close working relationships with the State Department is required under joint operations overseas.

b. Impact. +20 monthly man-hours (.12 manpower requirements).

c. Applicability. This variance applies to the following bases:

Base

Aviano AB

Incirlik AB

RAF Mildenhall

AFE-2. TITLE. Positive Mission Variance for Military Community Requirements.

a. Definition. The 1975 Creek Swap agreement between then CINCUSAFE and CINCUSAREUR designated the Air Force as the operator of the Kaiserslautern Military Community. Air Force provides all "common" services such as Public Affairs, housing, billeting, most Civil Engineering, etc.

b. Impact. +832.61 monthly man-hours (5.18 manpower requirements).

c. Applicability. Ramstein AB.

AFE-3. TITLE. Positive Mission Variance for Photo Authorization Letters.

a. Definition. In accordance with host policy, Turkish officials require a photo authorization letter for each person requesting to photograph or videotape on Incirlik Air Base. Letters are processed by the Public Affairs staff, coordinated with Turkish officials, and distributed to requesters. Many requests are mission essential for training and other purposes.

b. Impact. +80 monthly man-hours (.50 manpower requirements).

c. Applicability. Incirlik AB.

CMB-1. TITLE. Positive Mission Variance for Survival School Support.

a. Definition. The 3616 Combat Crew Training Wing (AETC survival school) at Fairchild AFB generates additional workload for the host wing Public Affairs office. Additional tasks include: publishing survival tips, providing overnight media escorts to the training area, coordinating on national media requests, coordinating with subordinate locations in Alaska and Florida, handling increased local media requests, traveling between main base and survival training area, publishing a survival handbook, providing distinguished visitor escorts, writing and sending monthly reports to AETC, arranging local field trips to the training area, and covering instructor's graduations.

b. Impact. +126.82 monthly man-hours (.79 manpower requirements).

c. Applicability. Fairchild AFB.

CMB-2. TITLE. Positive Mission Variance for Air Force Demonstration Team (Thunderbird Support).

a. Definition. Provides Public Affairs support for the Air Force Thunderbirds. This office coordinates and schedules the performances and visits for the entire team throughout the world. They also provide all necessary publicity and news releases for the team. This variance covers the Public Affairs and Audio-Visual positions that support this public relations effort.

b. Impact. +1446.21 monthly man-hours (9 manpower requirements).

c. Applicability. Nellis AFB.

MOB-1. TITLE. Positive Mission Variance for DoD Port Mortuary Support.

a. Definition. All remains of deceased military members abroad return to either Travis AFB or Dover AFB. Historically, these ports have been the focal point for national and international news media interest when ceremonies are conducted. Public Affairs handles requests for information so the mortuary can concentrate on their job.

b. Impact. +58.50 monthly man-hours (.36 manpower spaces).

c. Applicability. Dover AFB (Travis AFB did not meet the threshold).

MOB-2. TITLE. Positive Mission Variance for Noise Complaint Processing.

a. Definition. March AFB receives an average of 30 noise complaints per month. The three communities that directly border March AFB have a population of more than 350,000 and are among the fastest growing cities in the United States. The average processing time, including associated briefings, is 1.50 man-hours each, for a total of 45.00 monthly man-hours (36.94 man-hours above the standard core man-hours). Wing operations officials indicate all reasonable noise abatement procedures are in use and only curtailing flying might reduce noise complaints.

b. Impact. +36.94 monthly man-hours (.23 manpower requirements).

c. Applicability. March AFB.

PAF-1. TITLE. Positive Technology Variance for Operating the Base Cable Channel.

a. Definition. Accounts for all tapes received from Air Force Radio and Television Service (AFRTS) and sent to other agencies in support of the base's cable access channel. Provides policy for the operation of the station and for procuring and maintaining its equipment.

b. Impact. +25 monthly man-hours (.16 manpower requirements).

c. Applicability. This variance applies to the following bases:

Base

Kadena AB

Kunsan AB

Osan AB

Yokota AB

PAF-2. TITLE. Positive Environmental Variance for Foreign Language Newspaper.

a. Definition. The Public Affairs office at Yokota AB produces a foreign newspaper; reviews news source; plans newspaper layout; prepares copy; edits copy and photo; makes up paper; coordinates distribution; reviews readership survey; and maintains record copy.

b. Impact. +77.00 monthly man-hours (.48 manpower requirements).

c. Applicability. Yokota AB.

PAF-3. TITLE. Positive Mission Variance for Service Component-Level Support.

a. Definition. The wing Public Affairs offices at Osan AB, Korea and Yokota AB, Japan, serve as the Air Force component-level Public Affairs staffs for U. S. Forces Korea and U. S. Forces Japan, respectively. This workload includes managing and coordinating Public Affairs-related visits to all USAF-operated bases and geographically separated units in the host country, answering Air Force-specific news queries that involve

country-wide and politically-sensitive issues, developing Air Force specific Public Affairs guidance for bilateral exercises, and providing the primary Public Affairs link with the air component of the host country's armed forces.

b. Impact. +100 monthly man-hours (.62 manpower requirements).

c. Applicability. Osan AB, Korea and Yokota AB, Japan.

PAF-4. VARIANCE TITLE. Positive Mission Variance for Government of Guam Liaison.

a. Definition. Andersen AFB, Guam, maintains a full-time liaison officer to work with the Government of Guam agencies to resolve issues that adversely affect mission accomplishment and quality of life for all assigned and attached Andersen AFB people. In 1991, with the move of 13 AF to Andersen AFB from Clark AB, the 13 AF/CC and 633 ABW/CC consolidated the Government of Guam liaison activities with Public Affairs community relations efforts to focus all outreach programs under the appropriate single manager. The position encompasses responsibility for island-wide education policy and programs, school problems, land disputes, base access and environmental issues, and representation of the base with local government officials, community, and appointed representatives of five foreign governments. This is essential community relations work but because it derives from Guam's territorial status, it is additional work above that at a stateside location.

b. Impact. +160.00 monthly man-hours (1 manpower requirement).

c. Applicability. Andersen AFB.

SPC-1. TITLE. Positive Mission Variance for National and DoD Launch Operations Support.

a. Definition. Provides Public Affairs support for DoD space program, Air Force launch operations, presidentially directed commercial launches, and NASA's shuttle transport system. Support involves liaison with NASA, console manning, launch site media escort, post launch media conferences, media center operations, live commentary on launches, and handling distinguished visitors attending the launch.

b. Impact. The following are man-hour and manpower estimates, in excess of the core requirement, for national and DoD launch operations support.

Base	Man-Hours Per Month	Manpower
Patrick AFB	+137.66	+.86
Vandenberg AFB	+90.66	+.56

c. Applicability. This variance applies to the bases listed above.

SPC-2. TITLE. Positive Mission Variance for NASA Liaison.

a. Definition. As cited in the NASA/DoD Memorandum of Understanding on the management and operation of the Shuttle Transport System (STS), DoD is responsible for providing procedures to ensure interface between national security missions and the STS to include Public Affairs policies. The 45 SPW/PA office is responsible for planning and implementing Public Affairs guidance in support of worldwide shuttle contingencies and media support at the Eastern Launch Site.

b. Impact. +19.54 monthly man-hours (.12 manpower requirements).

c. Applicability. Patrick AFB.

## PROCESS ANALYSIS SUMMARY

PRIORITY	PROCESS TITLE	CORE MHRS	PROJECTED WORKLOAD	FRA MAN- POWER
1.	Advises Commander and Staff on Issues Affecting Mission Accomplish	31.86	daily	0.20
2.	Produces Base Newspaper	399.61	1/week	2.49
3.	Conducts Media Relations	68.72	daily	0.43
4.	Participates in Wartime and Mobility Planning and Training	47.20	as req'd	0.29
5.	Conducts Community Relations	151.62	daily	0.94
6.	Participates in Special Exercise	12.19	1/qtr	0.08
7.	Supports Installation Restoration Program (IRP) and Environmental Impact Analysis Process (EIAP)	18.88	as req'd	0.12
8.	Provides Hotline or Actionline Service for the Commander	38.94	daily	0.24
9.	Produces Newsletter	4.72	1/mo	0.03
10.	Prepares Public Affairs Action Plan for the Commander	6.29	1/qtr	0.04
11.	Responds to Noise or Sonic Boom Complaint	8.06	as req'd	0.05
12.	Provides Briefing	12.58	as req'd	0.08
13.	Plans and Coordinates Photographic Team Visit	7.97	1.5/mo	0.05
14.	Produces Base Guide and/or Base Map	6.58	.25/yr	0.04
15.	Produces Fact Sheet	1.18	as req'd	0.01
16.	Arranges and Conducts News Conferences and Editorial Board	7.08	2/yr	0.04
17.	Uses Computer News Service	24.78	1/day	0.15
18.	Manages Security and Policy Review Program	1.18	as req'd	0.01



PRIORITY	PROCESS TITLE	CORE MHRS	PROJECTED WORKLOAD	FRA MAN- POWER
19.	Supports Air Force Museum and Air Force Art Programs	1.18	1/yr	0.01
20.	Provides Speech Writing Assistance to the Commander	5.90	1/mo	0.04
21.	Provides Unit Public Affairs Representative (UPAR) Training	10.79	as assgn	0.07
22.	Manages Commander's Access Channel	15.34	1/week	0.10
23.	Produces Special Publication	1.57	2/yr	0.01
24.	Produces Biography	0.13	as req'd	0.00
25.	Submits Story Idea for Air Force Internal Media	5.13	1/wk	0.03
26.	Provides Base Bulletin Board, Marquee, or Electronic Display Board	24.78	1/day	0.15
27.	Supports Spouse Orientation	3.93	1/qtr	0.02
28.	Supports Unit Open House	0.79	1/qtr	0.00
29.	Manages Hometown News Release Program	8.56	1/day	0.05
30.	Supports Air Force Lithograph Program	0.30	1/mo	<u>0.00</u>
TOTAL FRACTIONAL MANPOWER				5.77

## PROCESSES PERCENTAGES

The following chart identifies the model objective wing man-hours and percentage of each process that is fixed, population driven, and media outlet driven.

## PERCENTAGES

PROCESS	MAN-HOURS	FIXED	POP	MEDIA
1. Advises Commander and Staff on Issues Affecting Mission Accomplishment	31.86	80	5	15
2. Produces Base Newspaper	399.61	85	15	0
3. Conducts Media Relations	68.72	15	0	85
4. Participates in Wartime and Mobility Planning and Training	47.20	90	10	0
5. Conducts Community Relations	151.62	75	0	25
6. Participates in Special Exercise	12.19	100	0	0
7. Supports Installation Restoration Program (IRP) and Environmental Impact Analysis Process (EIAP)	18.88	100	0	0
8. Provides Hotline or Actionline Service for the Commander	38.94	0	100	0
9. Produces Newsletter	4.72	0	70	30
10. Prepares Public Affairs Action Plan for the Commander	6.29	0	80	20
11. Responds to Noise or Sonic Boom Complaint	8.06	90	0	10
12. Provides Briefing	12.58	80	10	10
13. Plans and Coordinates Photographic Team Visit	7.97	0	60	40
14. Produces Base Guide and/or Base Map	6.58	85	15	0
15. Produces Fact Sheet	1.18	0	100	0
16. Arranges and Conducts News Conferences and Editorial Board	7.08	100	0	0

## PERCENTAGES

PROCESS	MAN-HOURS	FIXED	POP	MEDIA
17. Uses Computer News Service	24.78	100	0	0
18. Manages Security and Policy Review Program	1.18	100	0	0
19. Supports Air Force Museum and Air Force Art Programs	1.18	100	0	0
20. Provides Speech Writing Assistance to the Commander	5.90	0	50	50
21. Provides Unit Public Affairs Representative (UPAR) Training	10.79	80	20	0
22. Manages Commander's Access Channel	15.34	100	0	0
23. Produces Special Publication	1.57	100	0	0
24. Produces Biography	0.13	0	100	0
25. Submits Story Idea for Air Force Internal Media	5.13	100	0	0
26. Provides Base Bulletin Board, Marquee, or Electronic Display Board	24.78	100	0	0
27. Supports Spouse Orientation	3.93	90	10	0
28. Supports Unit Open House	0.79	30	70	0
29. Manages Hometown News Release Program	8.56	0	100	0
30. Supports Air Force Lithograph Program	0.30	100	0	0
Total				927.82
Core		Fixed	Pop	Media
TOTAL ALLOWED MAN-HOURS	927.82	679.39	136.48	111.97

NOTE: Numbers do add up however they may be slightly different due to rounding.

## MANPOWER COMPUTATION WORKSHEET

Step 1. Collect workload factor data using the definition and source of count in paragraph 6c to determine the value for X1 and X2.

Man-Hours

Step 2. Allocate fixed man-hours. 679.4

Step 3. Allocate variable man-hours:

X1 = \_\_\_\_\_ X 0.04540 = \_\_\_\_\_ X2 = \_\_\_\_\_ X 16.0000 = \_\_\_\_\_

Total Variable = \_\_\_\_\_ ---> \_\_\_\_\_

Step 4. Allocate variance man-hours:

List variances allowed for your base (do not list previously disapproved variances) from Attachment 3.

Number	Title	Man-Hours
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
Total Variance Man-Hours		_____

Step 5. Complete total man-hours:

Add the results of steps 2, 3, and 4. \_\_\_\_\_

Note: Man-Hours should be in two decimal places.

Step 6. Divide results of step 5 by the appropriate manpower availability factor (MAF) and use current rounding rules. Refer to the standard manpower table at Attachment 2 to determine required skills and grades.

## MEDIA OUTLETS

NOTE: Any change to the number of media outlets identified in this AFMS must be documented and justified through AFSSMET and SAF/PA for approval.

LOCATION	RADIO	TV	PRINT	TOTAL
MAJCOM: ACC				
BARKSDALE	7	3	2	12
BEALE	3	5	3	11
CANNON	4	2	2	8
DAVIS-MONTHAN	8	6	4	18
DYESS	3	3	1	7
ELLSWORTH	2	3	1	6
F. E. WARREN	5	2	2	9
FAIRCHILD	3	3	1	7
GRAND FORKS	8	3	4	15
GRIFFISS	4	4	4	12
HOLLOMAN	5	3	1	9
HOWARD	1	1	0	2
K. I. SAWYER	9	2	6	17
LANGLEY	6	5	4	15
LUKE	5	5	4	14
MACDILL	5	3	2	10
MCCONNELL	6	4	7	17
MINOT	7	2	2	11
MOODY	2	2	2	6
MT HOME	2	4	3	9
NELLIS	3	5	5	13
OFFUTT	6	4	8	18
POPE	6	4	4	14
SEYMOUR JOHNSON	6	5	3	14
SHAW	4	4	4	12
TYNDALL	10	4	3	17
WHITEMAN	6	4	5	15
MAJCOM: AFDW				
BOLLING	1	4	14	19
MAJCOM: AU				
MAXWELL	3	3	5	11
MAJCOM: AFE				
ALCONBURY	3	2	4	9
AVIANO	2	4	5	11
BITBURG	2	2	4	8
CHICKSANDS	1	0	2	3
INCIRLIK	3	1	9	13
LAKENHEATH	2	1	6	9
MILDENHALL	3	2	10	15

LOCATION	RADIO	TV	PRINT	TOTAL
RAMSTEIN	2	2	3	7
RHEIN-MAIN	2	1	4	7
SEMBACH	1	1	1	3
SPANGDAHLEM	1	1	3	5
MAJCOM: AMC				
ALTUS	3	3	3	9
CHARLESTON	2	3	1	6
DOVER	2	2	3	7
LAJES	1	2	6	9
LITTLE ROCK	5	4	2	11
MALMSTROM	5	3	3	11
MARCH	2	4	7	13
MCCHORD	3	4	2	9
MCGUIRE	6	7	11	24
PLATTSBURG	2	3	1	6
SCOTT	2	6	5	13
TRAVIS	5	6	7	18
MAJCOM: AETC				
COLUMBUS	1	3	1	5
GOODFELLOW	4	3	3	10
KEESLER	1	1	4	6
LACKLAND	4	5	3	12
LAUGHLIN	3	1	0	4
RANDOLPH	4	5	3	12
REESE	3	4	3	10
SHEPPARD	7	6	5	18
VANCE	3	2	2	7
MAJCOM: PAF				
ANDERSEN	2	2	3	7
EIELSON	3	3	3	9
ELMENDORF	9	4	2	15
HICKAM	4	3	2	9
KADENA	0	2	2	4
KUNSAN	1	1	1	3
MISAWA	1	5	6	12
OSAN	1	1	2	4
YOKOTA	1	4	7	12
MAJCOM: AFSPC				
FALCON	2	3	3	8
ONIZUKA	1	2	3	6
PATRICK	8	5	3	16
PETERSON	12	4	3	19
VANDENBERG	3	3	3	9

AFMS 104A

Attachment 7

21 June 1994

A7-3

LOCATION

RADIO

TV

PRINT

TOTAL

MAJCOM: SOP

HURLBURT

1

1

2

4

[illegible]